

# Midpoint Progress Report from the HKHC National Program Office

**Healthy Kids,  
Healthy Communities**  
Supporting Community Action to  
Prevent Childhood Obesity

**November 2011**



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A national program of the Robert Wood Johnson Foundation® directed by *Active Living By Design*. *Active Living By Design* is part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health in Chapel Hill.

## Executive Summary

This report highlights the accomplishments of the Healthy Kids, Healthy Communities (HKHC) community partnerships at the midpoint of the grant program. HKHC works with communities across the country to help reshape environments through policy and environmental change strategies that support healthy living and prevent childhood obesity. The built environment can help or hinder community access for people to engage in healthy behaviors and HKHC places special emphasis on communities with children who are at highest risk of obesity on the basis of income, race/ethnicity and geographic location. Funded by the Robert Wood Johnson Foundation (RWJF) from 2008-2014, the national program office (NPO) administers HKHC and provides tailored coaching and technical assistance to the 49 HKHC community partnerships.

To date, the HKHC community partnerships have experienced successes and challenges in creating policies, systems and environmental changes. While **the HKHC initiative focuses on policy and environmental changes**, this report also notes the intermediary steps that are vital to creating and sustaining healthy communities. Movement toward longer-term change includes **piloting programs, raising awareness to change social norms, leveraging additional resources, building the field, and mentoring**. Information for this report was collected from project officers at the NPO, HKHC project directors and coordinators and the HKHC Community Dashboard.

The HKHC initiative focuses on creating both policies and the physical infrastructure to encourage and support healthy choices. **Policy changes** can be among the most difficult, yet most effective, strategies to generate lasting change. To date, HKHC grantees helped to pass 85 policies that improve or expand access to healthy choices for physical activity, healthy eating or both. Examples include amending urban agriculture zoning laws, enacting healthy eating policies at government-sponsored events, and reallocating funds to increase money available for sidewalks and other bicycle/pedestrian improvements.

**Environmental changes** also improve access to healthy eating, physical activity or both. HKHC community partnerships helped to create 144 environmental changes. Examples include opening healthy corner stores in areas identified as food deserts, placing healthier options in vending machines, and creating complete streets that accommodate automobiles, pedestrians and bicyclists. The community-level policies passed during HKHC are all preventive measures to reducing childhood obesity and increasing access to healthy food and safe spaces to be active.

HKHC community partnerships use **programs** as a means to create longer term change. While programs are often challenging and expensive to sustain, unlike policy and environmental change, they can have an immediate impact on children and families' physical activity and/or healthy eating behaviors. Examples include a mobile recreation center, a mobile farmers' market and soccer programs. Programs are not the envisioned outcome of the HKHC initiative, but many HKHC communities use them as a short-term approach to building awareness, starting to change social norms, addressing unmet needs, identifying lessons learned before taking them to scale, and advocating to policy makers about successful practices. In a time when municipalities and policy makers are pressured to work more efficiently and do more with less, innovative approaches to physical activity and healthy eating often need testing before systems-level implementation begins.

Messaging is a tool many HKHC partnerships used to increase policy makers' and residents' awareness to health issues and encourage them to get involved. **Raising awareness** to create healthy communities through policy and environmental changes can happen at various levels and with different approaches. Examples of how HKHC partnerships use communications strategies include creating an interactive Internet presence, developing advocacy skills through workshops, and working with local media. Some HKHC communities have used specific technology, such as Twitter, Facebook, blogs and YouTube, to disseminate their messages. In order to foster local momentum for healthier communities, the partnerships are using education and outreach to build support and leadership that can create community-level behavior change.

**Additional resources**, beyond RWJF funding, are necessary in order to sustain the work of the HKHC partnerships. Many HKHC communities find opportunities to expand their initiatives through alternative funding streams. HKHC partnerships have taken various approaches to funding their work, from gaining long-term commitments for in-kind supports to applying for multiple funders to creating policies within city or county government that sustain the initiative beyond HKHC.

Working on healthy eating and active living at the community level is still a relatively new practice, and the HKHC communities are at the forefront of **building the field**. Field building is a sustainable approach to educate policy makers from within governmental structures and empower community residents at the grassroots level in order to promote healthy environments. Community partnerships are sharing their lessons learned with other interested parties, including neighboring communities, researchers and practitioners. Examples of field building include taking leadership roles within local government, sharing strategies with other HKHC grantees and speaking at local, state and national conferences.

**Mentoring** comes naturally with building the field. Many HKHC grantees are considered "early adopters" and, through their mentoring activities, are viewed as front-runners and leaders in this field. Communities within the HKHC initiative, as well as those doing similar work independent of HKHC funding, are interested in hearing what has and has not worked regarding specific approaches to healthy eating and active living. Regardless of the communities' capacity, all of the HKHC initiatives are developing formal and informal leaders with the capacity and commitment to advocate for healthier environments for children and their families.

Creating emerging leaders for healthy eating and active living – along with other community advocacy efforts – is a key component to sustaining the momentum in a community, regardless of the economic or political climate. Local leaders need to be cultivated, supported, and even tested to carry on the legacy of HKHC and, more importantly, to build a strong foundation for change regardless of oppositional pressures. Policy and environmental changes that contribute to the creation of a healthy community are desired outcomes, but other successes, like organizing grassroots coalitions, building leadership capacity within partnerships and raising awareness through media campaigns, also are essential to sustaining the work started by HKHC.

## Introduction

This report highlights the accomplishments of the Healthy Kids, Healthy Communities (HKHC) community partnerships at the midpoint of the grant program. Funded by the Robert Wood Johnson Foundation (RWJF) from 2008-2014, the national program office (NPO) administers HKHC and provides coaching and technical assistance to HKHC community partnerships.

The HKHC NPO is housed at Active Living By Design (ALBD), part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health. ALBD creates community-led change by working with local and national partners to build a culture of active living and healthy eating. ALBD's staff represents a multidisciplinary team with diverse backgrounds and skill sets, ranging from public health and nutrition to transportation and planning, community advocacy, health policy, communications and social work. The HKHC NPO provides technical assistance to grantees in a variety of ways through regular communication by telephone and email, tailored coaching, site visits, annual meetings and learning network conference calls. The NPO's technical assistance model is always being refined, but at its core are fundamental elements, such as community engagement, assessment, advocacy, evaluation and partnership, to help communities succeed in their policy and environmental change goals.

HKHC works with communities across the country to help reshape environments through policy and environmental change strategies that support healthy living and prevent childhood obesity. HKHC places special emphasis on communities with children who are at highest risk of obesity on the basis of income, race/ethnicity and geographic location. Nine Leading Sites were selected for four-year grants in December 2008 based on nominations from funders that accounted for readiness, leadership and success in achieving policy and environmental changes related to healthy eating and active living (HEAL) prior to the HKHC initiative. One year later, 41 additional communities were awarded four-year grants from an open call for proposals process which generated nearly 600 applications. Since then, the HKHC national program office in Chapel Hill, NC has provided technical assistance and tailored coaching to the 49 HKHC partnerships<sup>1</sup>.

The HKHC community partnerships cover a wide range of geographic areas, populations and strategies. HKHC grantees are in 27 states (plus Washington, DC and Puerto Rico), and 23 of them are in key southern states with high rates of childhood obesity. Most HKHC partnerships are focusing their efforts at the city (17) or neighborhood level (13), while other HKHC projects are working at the county level, in towns and villages, or are taking a regional approach. The population size of the HKHC projects also varies considerably, ranging from the City of Houston, TX (population: 2.1 million) to Cuba, NM (population: 590). The community partnerships are working on different strategies to reverse childhood obesity, which range from increasing access to healthy foods at farmers' markets and convenience stores to changing street design standards for safe and walkable streets. There also are a variety of agencies leading the HKHC efforts. A majority of the community partnerships are led by non-profit organizations (17), health departments (10), or foundations (8); less typical but equally effective lead agencies include housing authorities and a school district.

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<sup>1</sup> In 2011, one of the grantees ended their work after a year of funding, resulting in 49 total HKHC sites to date.



**The six RWJF policy priorities are:**

1. *Ensure that all foods and beverages served and sold in schools meet or exceed the most recent dietary guidelines for Americans.*
2. *Increase access to high-quality, affordable foods through new or improved grocery stores and healthier corner stores and bodegas.*
3. *Increase the time, intensity and duration of physical activity during the school day and out-of-school programs.*
4. *Increase physical activity by improving the built environment in communities.*
5. *Use pricing strategies – both incentives and disincentives – to promote the purchase of healthier foods.*
6. *Reduce youth exposure to unhealthy food marketing, through regulation, policy and effective industry self-regulation.*

In addition, other community changes that are not addressed within these six areas are key strategies for HKHC partnerships. These include strategies such as creating local food policy councils and other official local advisory councils, passing new land use codes to encourage healthy eating, developing new comprehensive plans, launching or expanding farmers' markets and community gardens, creating municipal funds for HEAL investments, and passing local resolutions not addressed in the six policy priority areas.

This report is intended to highlight HKHC community partnerships' work through the midpoint of the grant period. It also provides insight into the innovative and diverse approaches the HKHC community partnerships are using to reverse childhood obesity within their respective communities.

**This report includes examples of achievements in the following areas:**

- Changing policy
- Changing the environment
- Piloting programs
- Raising awareness to change social norms
- Leveraging resources
- Mentoring and
- Building the field

Information for this report was collected from project officers at the NPO, HKHC project directors and coordinators and the HKHC Community Dashboard, which includes project officers' diary reports and grantees' workplans.

## Changing Policy

Policy changes can be among the most difficult, yet most effective, strategies to generate lasting change. The HKHC initiatives focus on local community change, although navigating policy structures can often be challenging regardless of whether it occurs at the local, state or federal level. The NPO has seen that many organizations have limited resources or capacity to engage in broad-based policy change initiatives, which is why it is vital to engage a variety of community groups, advocacy organizations, residents and policy makers to ensure policies that promote health get passed and, equally important, implemented.

To date, the HKHC grantees helped to pass 85 policies<sup>2</sup> that improve or expand access to healthy choices for physical activity, healthy eating or both. Examples include amending urban agriculture zoning laws, enacting healthy eating policies at government-sponsored events, and reallocating funds to increase money available for sidewalks and other bicycle/pedestrian improvements, among others. The policy successes range in scope from targeting smaller populations that have symbolic intentions, like those within government agencies, to those impacting entire counties or regions. The process of achieving policy successes happens within a broader context, which is also important to note. For example, one partnership may have decision makers that support such efforts or the presence of specific funding allocations, while others partnerships may need to take a more grassroots approach or require more time to educate key decision makers. The following examples illustrate a few of many policies that have been passed with HKHC community partnerships playing important roles in the process.

<b>Strategies</b>	<b>Policy Changes</b>	<b>#</b>
<b>Community Gardens</b>	Garden ordinances	8
	Produce distribution	3
<b>Farmers' Markets</b>	Accepting WIC, SNAP, EBT	12
	Sampling permits	1
	Enhanced transportation	1
<b>Street Design</b>	Transit	1
	Open streets policy	1
	Complete streets policies	5
	Pedestrian/bicycle policies	4
	Traffic calming policies	2
<b>Corner Stores and/or Grocery Stores</b>	Healthy store policies	5
	New WIC/SNAP providers	3
<b>Child Care Facilities</b>	Nutrition standards	9
	Physical activity standards	7
<b>Trails/Greenways</b>	Trail policies	2
<b>Other Healthy Eating Activities</b>	Urban agriculture policies	6
	Healthy vending policies in parks	1
	Healthy vending policies in public housing	1
	Healthy vending practice in fairgrounds	1
	Healthy foods in food pantries	2
	Nutrition standards in hospitals	1
<b>Other Active Living Activities</b>	Safe Routes to School	4
	Joint use agreements	2
	Comprehensive plans	3
<b>Total</b>		<b>85</b>

<sup>2</sup> Eighty-five policy changes and 144 environmental changes (See “Changing the Environment”) have been recorded by Transtria, the independent evaluator for HKHC. This information was gathered from Action entries in the HKHC Community Dashboard as of October 31, 2011.

The HKHC Houghton County, MI partnership works closely with the Houghton City Council and has several policy wins to date. Houghton is a small city in a relatively rural county in Michigan's Upper Peninsula. The City Council passed a Bike Friendly Community Resolution after being one of 158 cities nationwide designated as a Bike Friendly Community by the American League of Cyclists. The City, which has about one-fifth of the county's population, added a bike-parking addendum to its zoning ordinance and, after a process of committee work and public hearings, adopted a Complete Streets ordinance. Houghton is the sixth city in Michigan, and the first in the Upper Peninsula, to adopt a Complete Streets policy. Other HKHC partnerships that have contributed to and successfully passed Complete Streets policies include San Antonio, TX, Rochester, NY, New Orleans, LA, Kingston, NY, Denver, CO, Kansas City, MO/KS and Baldwin Park, CA. According to the National Complete Streets Coalition, Baldwin Park passed one of the most robust Complete Streets policies in the country.

The Greater Kansas City Food Policy Coalition worked with the local HKHC partnership and the Ivanhoe community on a city-wide campaign to amend urban agriculture zoning laws in Kansas City, MO. As a result of their regional and local efforts, residents are now allowed to grow and sell food from their property and have local children, families, volunteers and apprentices work on their farms and in their gardens. The new zoning law not only promotes local, healthy foods but also creates economic opportunities and entrepreneurship within the Kansas City community. The Healthy Food Access team in the Ivanhoe neighborhood has taken pride in the new ordinance. They are branding their group, "Grown in Ivanhoe," and started a farm stand network in 2011. Other HKHC partnerships collaborating or contributing to local Food Policy Councils to increase healthier food options in their communities include Grant County, NM, Moore and Montgomery Counties, NC, Louisville, KY, Jefferson County, AL, Duval County, FL, Buffalo, NY, Denver, CO and Columbia, MO.

Two of the towns in Moore and Montgomery Counties, NC, part of the HKHC project area, adopted healthy eating policies. In Mount Gilead, a town with approximately 1,400 residents, the Healthy Foods policy is intended to advocate for and create a culture that encourages healthy foods at town-supported events. This policy covers all town meetings, potluck and catered events, community health fairs, and town-operated children's programs. In a small town like Mount Gilead, the town employs and touches many residents through community events of this nature. The HKHC partnership also worked with the Town of Aberdeen to adopt a Comprehensive Pedestrian Plan. As the town's website states, "The Aberdeen Board of Commissioners formally adopted a Comprehensive Pedestrian Plan...in doing so, Aberdeen moves one big step closer to its vision of providing its citizens with more areas for safe and enjoyable walking." In rural areas like Mount Gilead and Aberdeen, policies and plans such as these have potential to impact a greater percentage of the overall population when implemented and provide much needed models for other communities of comparable size.

In Jefferson County, AL, the HKHC partnership played a significant role in creating and successfully approving physical activity, nutrition and tobacco regulations for all child care facilities in the county. The new policy will impact an estimated 17,600 children by ensuring that all child care centers meet new minimum standards that include healthy meals and physical activity requirements. Approximately 360 child care facilities that were previously exempt will be inspected and will receive information to educate child care workers and the children they serve about healthy eating and physical activity. Other HKHC partnerships working on child care policies include Hamilton County, OH, King County/Seattle, WA, Charleston, WV and Philadelphia, PA.

The City of Watsonville passed a Healthy Restaurant Ordinance that requires new restaurants to meet a minimum nutritional standard even before the new restaurant is built. This particular policy was passed

with the help of the *Jóvenes SANOS*, a youth-led coalition that partnered with the Go for Health! collaborative in Watsonville. The policy guidelines encourage existing restaurants to expand the healthy foods they offer and mandate healthy options for any new restaurants interested in opening their doors in Watsonville. In October 2010, students who were part of *Jóvenes SANOS* presented testimony to City Council before the ordinance was approved. This policy change – inspired by youth who wanted healthy options in their community – recognizes the values of Watsonville’s kids and encourages restaurants to serve more healthy options.

In each of the examples, the partnership did not operate in a vacuum; rather, they actively elicited resident input, participation and feedback to ensure alignment with residents’ visions for healthier communities. Policy solutions reflect a community’s values and are the most sustainable legacy that can be left by initiatives like HKHC. The community-level policies passed during HKHC are all preventive measures to reducing childhood obesity and increasing access to healthy food and safe spaces to be active. The HKHC grantees’ approach to incorporating community input into the process of policy change is vital to ensuring the sustainability of a particular policy.

## Changing the Environment

The built environment can help or hinder community access for people to engage in healthy behaviors. The HKHC initiative focuses on creating both policies and the physical infrastructure to encourage and support healthy choices. The initiative states that HKHC funds cannot be used to pay for physical projects directly; rather, the grantees use funds to advocate for physical projects that encourage healthy eating and active living. The NPO and grantees know that simply building infrastructure that promotes health (e.g., a trail, farmers’ market, connected sidewalks, community garden, bike lanes) does not necessarily lead to behavior change. To use HKHC funds to build a trail or plant a garden does not cultivate community engagement and buy-in from stakeholders, nor does it account for sustainability or maintenance. This initiative fosters community-specific policy and environmental changes, led by residents, which encourage healthy behaviors. Changing the environment to reduce barriers to HEAL initiatives has potential to create a healthier population in a community long after the HKHC grant has ended.

HKHC community partnerships helped to create 144 environmental changes. These environmental changes improve access to healthy eating, physical activity or both with public and/or private support. Creating more options for children to be active and eat healthier requires appropriate community supports. Examples include opening healthy corner stores in areas identified as food deserts, placing healthier options in vending machines, and creating complete streets that accommodate automobiles, pedestrians and bicyclists. Like policy, environmental approaches are much more sustainable and long-lasting than individual programs or educational activities. Changes in the environment can have an impact on a community’s health that go beyond individual health. In many cases, such changes can stimulate the local economy, improve safety, build capacity among stakeholders, and empower and mobilize community groups that have not historically been involved in local decision making. The following examples illustrate a few of the many environmental changes HKHC communities generated in the first half of the grant period.

<b>Strategies</b>	<b>Environmental Changes</b>	<b>#</b>
<b>Community Gardens</b>	New or expanded community gardens	44
<b>Farmers' Markets</b>	New farmers' markets	21
	Roadside or street stands/vendors	4
	New mobile markets	7
<b>Street Design</b>	Road diet	1
	Bike lanes	9
	Bike storage	1
	Bike racks	4
	Traffic calming	4
	Sidewalks	3
	Crosswalks	2
	Intersection improvements	1
<b>Parks and Recreation</b>	Park clean up	4
	New or improved parks and playgrounds	12
	New facilities	3
	Trail signage	2
	Sunday Parkways	2
<b>Corner Stores and/or Grocery Stores</b>	Healthy signage	3
	Healthy foods in stores	3
	Opening of grocery stores	4
<b>Trails/Greenways</b>	New or redeveloped trails	10
<b>Total</b>		<b>144</b>

The HKHC partnership in Kane County, IL works with many non-traditional public health and planning partners to provide healthy food. Through a collaborative group, including the Kane County Forest Preserve, local municipalities, Sherman Health, small business owners and three low-income housing complexes, new community gardens called “Giving Gardens” and 250 new garden plots are now in place for Kane County residents. The gardens help augment the local emergency food system with a significant supply of fresh, locally grown food for low-income residents. The joint effort increased the number of plots for lease to over 1,150, which also generates revenue on otherwise unused land. The momentum of garden networks in Kane County is growing and now directly provides participating families – in some cases, families who have not traditionally been involved with urban agriculture efforts – with fresh produce.

The Seattle Housing Authority community of High Point now provides fresh produce for purchase at two different locations, through efforts that were facilitated by the HKHC partnership in King County/Seattle, WA. After many discussions with High Point residents about their strong desire to have a grocery store that sells fresh fruits and vegetables within walking distance and multiple failed attempts to attract a major grocer to the area, residents and community leaders approached their local Walgreens to request the addition of fresh produce to the store. The Walgreens store manager made space in the center of the store for a produce display and started stocking fresh fruits and vegetables. The store manager

states that the produce stand is now one of the most profitable displays in the store. In addition, after hearing resident input, a new High Point mini-market opened with culturally-specific food choices. An additional benefit of this new healthy retail in the neighborhood is that it employs High Point community members. At New Holly, another project area part of the local HKHC initiative, the condominium board approved a healthy vending machine policy on campus. This has prompted the King County Public Health Department to develop similar healthy vending machine guidelines and work with local vending machine companies to pilot healthy vending machines in places like New Holly as a viable and profitable model in 2012. Bringing in businesses, like Walgreens and the vending companies, to directly influence access to healthy food options within the built environment is an approach that has potential to immediately impact many residents living within the housing authority and helps to support the local economy.

Residents in Rancho Cucamonga, CA now have access to the Pacific Electric Trail, a non-motorized trail that runs through five cities. The HKHC partnership, led by the City of Rancho Cucamonga, played a contributing role to ensure the trail was easy to access and attracted users. The trail extends for 21 miles east to west, and creates stronger connectivity to amenities in Rancho Cucamonga that previously were not as accessible for pedestrians or bicyclists. Now residents have more choices, including walking and biking, to travel to in-town destinations.

Many HKHC community partnerships have already enhanced and created new farmers' markets within their project areas. HKHC partnerships, such as Houghton County, MI, Omaha, NE, Nash and Edgecombe Counties, NC, Cook County, GA, Grant County, NM, Cuba, NM, Rancho Cucamonga, CA and Spartanburg, SC, are coordinating with residents and municipalities to create new farmers' markets that will bring healthy foods to residents in areas where fresh produce was not as accessible. Eight HKHC communities, including Omaha, NE, Grant County, NM, Kansas City, MO/KS, Milledgeville, GA, Hamilton County, OH, Rancho Cucamonga, CA, Nash and Edgecombe Counties, NC, Moore and Montgomery Counties, NC, are making markets more accessible to low-income residents by allowing EBT/SNAP recipients to redeem their benefits at local farmers' markets. This not only increases access to healthy options for low-income residents, but it also boosts demand which helps the market and local growers. Others are taking innovative approaches that are creating changes in the built environment through policy. For example, the Washington, DC Department of Health, supported by local HKHC partners, successfully advocated for a change to the DC Code that allows sales of healthy foods and farmers' markets on Department of Parks and Recreation property.

The built environment directly impacts access to physical activity and healthy eating opportunities for children and their families. The examples provided illustrate just some of the approaches and strategies grantees are implementing to increase healthy opportunities within their communities. The HKHC initiative encourages community partnerships to identify barriers to health in the built environment and work with residents and policy makers to reduce or remove those barriers to create a healthier community.

## Piloting Programs

HKHC community partnerships use programs as a means to create longer term change. While programs are often challenging and expensive to sustain, unlike policy and environmental change, they can have an immediate impact on children and families' physical activity and/or healthy eating behaviors. While programs are not the envisioned outcome of the HKHC initiative, many HKHC communities use

programs as a short-term approach to building awareness, starting to change social norms, addressing unmet needs, identifying lessons learned before taking them to scale, and advocating to policy makers about successful practices. In a time when resources are limited, having data and experience to show what works is fundamental for implementation on a larger scale.

Piloting programs within the HKHC initiative is a valuable step in the larger process of achieving policy and environmental changes. HKHC community partnerships are innovative with their approaches to programs, recognizing that the provision of episodic educational programs or individual services alone are generally not going to change behaviors or culture in a community. While system-level changes can affect a larger population, there are benefits to implementing programs first. For example, engaging community members at the development stage of a program builds trust between residents and the partnership, which is vital to advocating and creating larger, more sustainable changes in the future. In most cases, the HKHC programs generate subsequent funding or raise awareness to support a more sustained approach either through institutionalizing program service(s) or creating policy and environmental changes that address the needs found in the program.

Many HKHC community partnerships have created programs to encourage physical activity and healthy eating in their project areas. For example, Rochester, NY Department of Recreation and Youth Services, an HKHC partner, created “Recreation on the Move (ROTM),” a mobile recreation center that brings physical activity and healthy foods to underserved neighborhoods. While Rochester identifies itself as the “City of Play,” there are still significant barriers for many local children. The HKHC initiative collaborated with the City to bring physical activity and other services – including fresh produce – to neighborhoods that historically had trouble accessing city-support recreation activities through ROTM. As the City’s website states, “The mobile units give youth and their families a safe and comfortable neighborhood location for youth to enjoy physically, mentally, and socially stimulating and healthy activity.” The ROTM program is a strategic approach for the City to address the needs in underserved areas and complement the options available through the Bureau of Recreation in Rochester. The next steps for the HKHC partnership include continued community engagement, advocating for selected “playability” improvements in each of the neighborhoods and working toward adopting city-wide policies to support physical activity.

The HKHC partnership in Spartanburg, SC used a similar approach to meet an unmet need. Instead of establishing independent farmers’ markets in more rural neighborhoods or those identified as food deserts, the partnership created a mobile market that offers healthy food options to the community. Fall 2010 was the pilot season, and since then the program has expanded. A local foundation provided funding to purchase a converted ice cream truck, and the Hub City Farmers’ Market provided the produce. After conducting a thorough assessment of northern Spartanburg residents’ needs, the partnership knew exactly where the mobile market should go. Spartanburg, also known as “Hub City,” had so much success with the Hub City Mobile Market, it was natural to expand the program with the Mobile Hub Cycle. This mobile cycle program, a converted trailer attached to the back of the mobile market, allows residents to borrow bicycles for three months at a time and learn how to fix bicycles. This program is bringing opportunities for healthy eating and physical activity to the low-income neighborhoods of north Spartanburg and is helping to change residents’ behavior. Next steps include raising awareness of these issues among policy makers and offering healthy options in these neighborhoods on a more permanent basis.

While the first two examples of successful programs relied on bringing new services into neighborhoods, the HKHC partnership in Benton County, OR codified an existing program. What started as a small,

informal program in one elementary school in Corvallis, OR has led to policy and practice changes within the City's Parks and Recreation Department. Prior to HKHC, the *Escuelita de Fútbol* ("Little Soccer School") program was started by elementary teachers before school as an outlet for many low-income children to play soccer. HKHC partners, including Lincoln Elementary School, Corvallis Department of Parks and Recreation and Benton County Health Department, worked with community residents to reduce barriers to Parks and Recreation Department services for low-income children and families. This has prompted greater resident involvement in the determination of future City services available to residents in southern Corvallis. Along with increasing access to recreation programs for Corvallis children, the collaboration has created more dialogue between city and county departments. The partnership intends to create other physical activity opportunities like *Escuelita de Fútbol* and broker relationships between stakeholders who are interested in the health of Benton County residents.

The HKHC NPO recognizes that policy and environmental change alone do not necessarily change behaviors. Piloting programs helps create awareness, demand and evidence at the local level regarding what works within a particular setting. Programs can offer a "training ground" for partnerships and residents to build trust, problem solve and decide on next steps without the risks of blindly advocating for ideas and heavily investing in resources for policies or environmental changes that may not resonate with the target audience. In a time when municipalities and policy makers are pressured to work more efficiently and do more with less, innovative approaches to physical activity and healthy eating often need testing before systems-level implementation begins.

## Raising Awareness to Change Social Norms

Messaging is a powerful tool that, when done effectively, can increase residents' awareness to health issues and encourage them to get involved. It can also educate policy makers and inform them that all decisions have implications on the health of residents. The NPO understands the importance of communication strategies. The NPO's Communications Director provides communications technical assistance as needed and has facilitated on-site trainings for HKHC partnerships that have specific needs, including the partnerships in Watsonville/Pajaro Valley, CA, Kansas City, KS/MO and Lake Worth, Greenacres, Palm Springs, FL. In addition, RWJF has invested in multiple trainings and consultations for HKHC partnerships to efficiently and successfully communicate what issues are important within their community context. It is difficult to measure the impact any one communications strategy has in a community – and "media hits" are not an indicator of behavior change – but an effective message can influence policy and, more importantly, a community culture. All of the HKHC partnerships participated in a half-day strategic communications training at the 2010 Annual Grantee Meeting. The half-day workshop was led by the Spitfire Strategies team. It addressed the longer term vision for communications and introduced a strategic communications planning tool, the Smart Chart. In addition, Leading Sites participated in a two-day strategic communications training in 2009 in Washington, DC. Partnerships have incorporated elements of these trainings into their workplans, long-term goals and more immediate strategies to advance their local initiatives.

In order to create sustainable changes in the environment and through policy, community members and policy makers need to know what issues related to HEAL are important to residents and how to address those issues. HKHC communities have taken a range of approaches to raise awareness for health issues in the community and organize people around a need. Communications is an integral component to advocacy, and while some communities have communicated their messages using technology, others rely on more traditional forms of communication, such as local media, town hall forums and/or one-on-

one meetings with elected officials. Each grantee has intentionally assessed their community and worked to find impactful methods to raise awareness, and communication strategies have to be tailored depending on the target audience, cultural norms and strengths and barriers within a community.

The HKHC Baldwin Park, CA partnership is taking an innovative communications strategy through social media. Healthy Eating Active Communities (HEAC), an initiative funded by The California Endowment, and the HKHC initiative – which includes a strong youth engagement component – uses a website, “We’re Fed Up” ([www.werefedup.com](http://www.werefedup.com)), for youth to discuss issues related to childhood obesity that are important to them. This allows youth to have a space to share their thoughts, learn about the issues, find ways to get involved and teach others. The site is created and maintained by 40 youth leaders from South Los Angeles and Baldwin Park as a way to get in touch with other youth about complicated issues related to obesity as well as share their creativity and passion for food and fitness. With the help of the website, not only are youth more educated, but leaders continue to emerge in Baldwin Park. The site also reflected their on-the-ground youth engagement activities. Through their advocacy and strong community presence, the HKHC partnership in Baldwin Park was also featured on *CBS Evening News* and the documentary, *Food, Inc.*

Many of the HKHC partnerships have established good relationships with their local newspapers or television stations. For example, the HKHC partnership in Knox County worked closely with their local newspaper, and the newspaper followed the partnership’s progress for a year. This helped create exposure for the partnership, and it also validated their work by drawing attention to the policy and environmental issues related to childhood obesity. In rural Silver City, NM, the HKHC Grant County partnership has many opportunities, both on the local television station and in the newspaper, to announce current activities and events, educate residents on the importance of healthy eating and active living, and discuss policy and environmental changes in the community. This particular communications strategy works well in Grant County, but may not be readily available or as effective for HKHC grantees in larger media markets or with various target populations with different needs all within in the same media market.

Almost half of the HKHC grantees participated in the RWJF Connect Training, and 12 participated in the communications workshop hosted by Burness Communications in Washington, DC. Two partners from HKHC communities participated in the intense training and had opportunities to meet with their congressional representatives. This is a more “top down” approach and was intended to complement the grassroots, community engagement work HKHC partnerships are doing within neighborhoods. The HKHC project director and a partner from the Moore and Montgomery Counties, NC partnership used this opportunity to dialogue with their U.S. Senator regarding food deserts in their community. The partners left the conversation with a new ally. While the meeting was short, the partnership used Connect Training techniques to effectively communicate their message. As a result, the Senator now has a better understanding of the issue and asked how she and her staff could help eliminate barriers to healthy food access. Because of the success of the Connect Training, the HKHC NPO and Burness Communications collaborated in the planning and execution of a virtual training that has allowed a14 additional HKHC communities to learn communications techniques and strategies for speaking with local decision makers.

Raising awareness to create healthy communities through policy and environmental changes can happen at various levels and with different approaches. Some HKHC communities have used technology and social media to disseminate their messages via Twitter, Facebook, blogs and YouTube, while others are going door to door to talk about the HKHC initiative in their project areas. In order to foster local

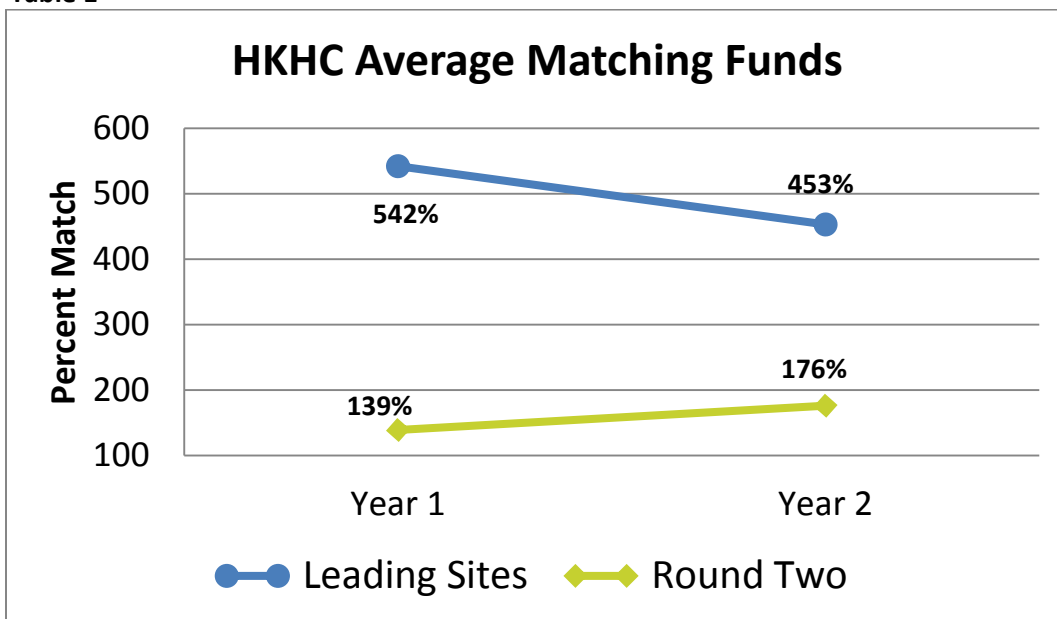
momentum for healthier communities, the partnerships are using education and outreach to build support and leadership that can create community-level behavior change. The communications efforts are amplified by the partnerships' ability to engage residents and listen to their areas of interest.

## Leveraging Resources

Additional resources, beyond RWJF funding, are necessary in order to sustain the work of the HKHC partnerships. It would be impossible for each HKHC grantee to calculate all of the resources and time invested in the HKHC initiative by community members, partners and decision makers. However, grantees do keep track of matching funds, additional cash and in-kind support that is secured and shared by the HKHC partnership. Many HKHC lead agencies receive in-kind resources (e.g., office space, staff time, supplies, fringe benefits), additional grants from local and national foundations, and cash contributions to strengthen, build and expand the work.

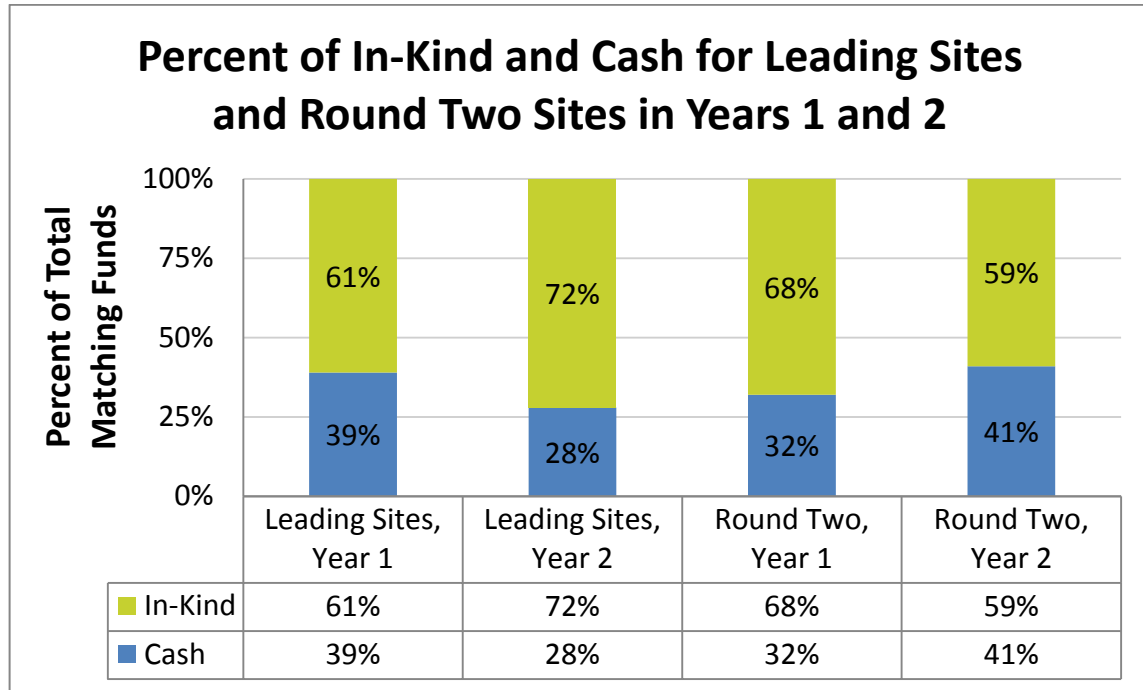
In the spirit of fostering collaboration during and sustainability beyond the HKHC grant, RWJF required each HKHC grantee to match 50 percent of the HKHC funds. The average match for Leading Sites in their first year was 542 percent compared to Round Two sites' 139 percent average in their first year. This is significantly greater than the 50 percent match expected of the communities in order to fulfill their grant obligations. This gap began to close, as Round Two sites received more in-kind and cash support in their second year (Table 1).

**Table 1**



To date, all HKHC partnerships have at least met the 50 percent match, and most have exceeded that amount. The NPO requests that HKHC community partnerships submit an annual matching fund report in order to document the sources of the matching funds and confirm that all grantees are fulfilling this requirement.

Table 2



The HKHC grantees also reported the amount of matching funds they received from in-kind contributions and cash sources (Table 2). For both Leading Sites and Round Two sites, a higher percentage of their overall match came from in-kind sources. From Years 1 to 2, Leading Sites received a smaller percentage of their total matching funds from cash sources, while Round Two sites received a greater percentage from cash in Year 2 as compared to Year 1. To date, in-kind support makes up 72 percent of additional resources for Leading Sites and 59 percent for Round Two sites. This figure does not include the volunteer time it takes for advocacy, training or other community engagement efforts most of the HKHC sites are cultivating. The Leading Sites also received a 28 percent cash match and the Round Two sites received a 41 percent cash match on average. Cash matches are comprised of local foundation supports, other grants and private or public contributions.

Unfortunately, the NPO and the lead agencies are unable to track all of the leveraged funds that are indirectly attributed to communities’ participation in the HKHC initiative. But many HKHC goals, such as identifying gaps, collaborating with partners, engaging community residents and planning intentionally and strategically, are well aligned with those of similar funding entities like the Center for Disease Control and Prevention (CDC), which can enhance synergy and help leverage additional funding in the future.

Leading Sites averaged a higher overall match in their first two years of funding compared to the Round Two sites’ first two years. This is to be expected, as Leading Sites were selected based on their initial capacity, competency and experience leading policy and environmental change efforts as well as a history of securing support from other funders. It is safe to say that the figures understate the actual amounts of support for both Leading Sites and Round Two sites, as additional funds or opportunities have been secured as an indirect result of the HKHC initiative. Only those instances where resources were leveraged directly as a result of the HKHC initiative are included in the following examples.

One of the key strategy areas for the HKHC partnership in Lake Worth, Palm Springs and Greenacres, FL is to increase access to fresh fruits and vegetables through the development of community and school gardens. Lake Worth, Palm Springs and Greenacres is unique in that it is the only HKHC partnership with the school district as the lead agency. They have successfully partnered with and received \$150,000 from the Quantum Foundation, which focuses its efforts in Palm Beach County. This funding supports 20 community and school gardens and other amenities, such as park benches, signage and waste receptacles. The Quantum Foundation grant allowed the partnership to leverage an additional \$10,000 from the Law Enforcement Trust Fund, another local funder, to enhance a joint use agreement between a local elementary school and the surrounding community for physical activity. The HKHC project coordinator continues to scour local and national-level opportunities for additional support to complement their current efforts within the school district.

In the past few years, Hamilton County, OH has secured several nationally-funded initiatives to engage in community-based work. In addition to HKHC grant led by the Hamilton County Health Department, the county has also received funding from the YMCA of the USA, and the CDC through Communities Putting Prevention to Work and the Strategic Alliance for Health. The partners engaged in thoughtful, intentional re-strategizing and planning as they secured each major funded initiative to ensure the resources would be synergistic rather than not be duplicative. This has helped the county convene partners, use different funding sources as efficiently as possible, and be most impactful in terms of reach and level of interventions in the communities that need it the most. Where appropriate, partners are pooling resources and/or sharing successes and lessons learned within their own community context.

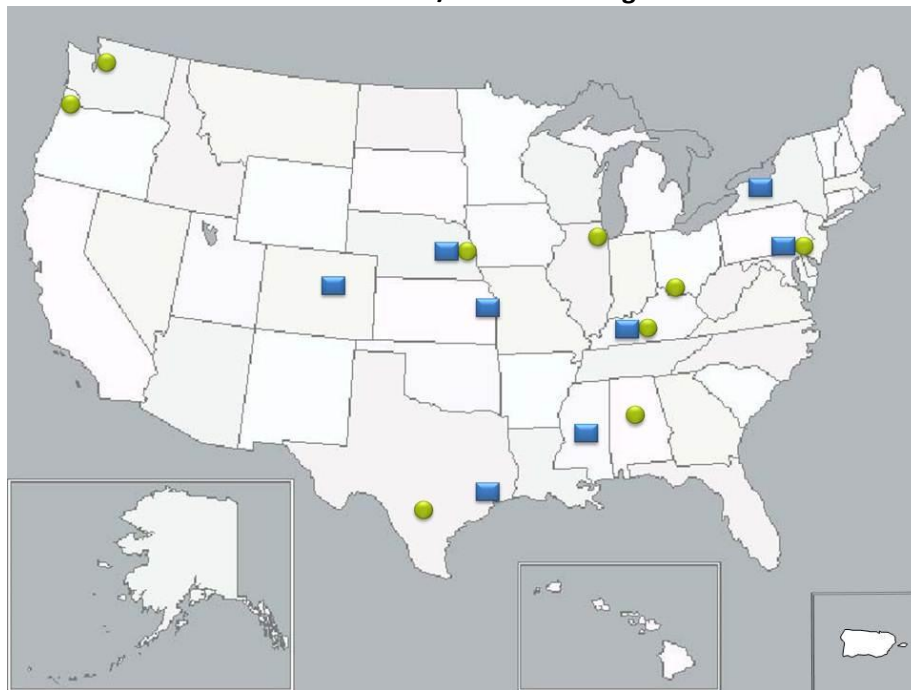
Jump Start Jackson, the HKHC initiative in Jackson, MS, received a \$25,000 grant from the USDA Wallace Healthy Urban Food Enterprise Development (HUFED) Center. The lead agency, My Brother's Keeper (MBK), secured the funding to conduct a feasibility study around innovative and entrepreneurial approaches to resolve healthy food access barriers among Jackson's poorest communities. The study will use mobile farmers' markets to increase the availability of fresh produce and ensure that low-income, African American children have access to fruits and vegetables. The grant augments the work done by the HKHC partnership and, based on the results of a community needs assessment, MBK will create a framework for establishing mobile farmers' markets in low-income communities. Additionally, MBK received a \$500,000 CDC Community Transformation Grant for capacity-building throughout Mississippi, which was announced at the end of September 2011.

In July 2011, Oregon Public Health Institute (OPHI), the HKHC lead agency in Portland, OR, was selected by the National Network of Public Health Institutes, RWJF and the Pew Health Impact Project to be one of two regional Health Impact Assessment (HIA) training centers and lead an 18-month HIA capacity building initiative with public health institutes from around the country. The Institute was awarded \$24,500 to disseminate best practices based on their experience with the "Lake Oswego to Portland Transit Study." OPHI was also awarded \$385,000 from Kaiser Permanente to start a three-year Healthy Eating and Active Living Cities Oregon project in 2012. This project is intended to work with elected officials and planning directors in eight counties to pass HEAL policies in Oregon.

Many other nationwide efforts focus on policy and environmental changes to support healthy communities. One more recent and notable initiative is Communities Putting Prevention to Work (CPPW), led by the CDC. CPPW recipients are charged to implement evidence- and practice-based approaches in policy, systems, and environmental change. The program aims to achieve broad reaching, highly impactful, and sustainable change to reduce chronic disease morbidity and mortality associated with obesity and tobacco use. The CPPW program followed the HKHC initiative, and nine HKHC-funded

communities were awarded CPPW funding. In Hamilton County, OH, the same lead agency was awarded both grants, while in Jefferson County, AL, Omaha, NE and Portland, OR, CPPW was awarded to partnering agencies that play key roles in the HKHC initiative. Many HKHC project directors, who are also involved in their local CPPW efforts, attribute the CPPW award to the work started during HKHC. Another recent initiative, which rolled out in September 2011, is the Community Transformation Grants (CTG), which were awarded to prevention projects at the community, region and state-level. HKHC-funded communities working on local CTG initiatives include Rochester, NY and Houston, TX, among others. Many HKHC communities have had the opportunity to expand their initiatives through these alternative funding streams. In Seattle/King County, the HKHC project coordinators credit Seattle's CPPW award to the HKHC initiative and stated there was a high likelihood they would not have submitted a CPPW proposal if it had not been for the partnership and strategic plan formed in the first year of HKHC.

**HKHC Communities with CPPW and/or CTG Funding**



 <b>CPPW</b>	 <b>CTG</b>
Chicago, IL	Denver, CO
Hamilton County, OH	Houston, TX
Jefferson County, AL	Jackson, MS
Louisville, KY	Kansas City, MO
Omaha, NE	Louisville, KY
Philadelphia, PA	Omaha, NE
Portland, OR	Philadelphia, PA
San Antonio, TX	Rochester, NY
Seattle, WA	

## Mentoring

The HKHC community partnerships have experienced successes and challenges in creating policies, systems and environmental changes. RWJF and the HKHC NPO encourage grantees to share their experiences with one another, rather than having each community work in isolation. The NPO recognizes that community context, culture, political climate and issues differ among HKHC grantees, but there are often overarching themes or lessons learned that can make others' approaches more effective. In the case of Leading Sites, mentoring is an expectation, but many Round Two sites also have knowledge that can build the field and have frequently shared those experiences with others.

Mentoring, as defined by the NPO, includes peer-to-peer learning activities between and among HKHC sites, testimony by local leaders to large national audiences to share their work, and dissemination tools intended to build capacity for residents and/or create healthier environments. In many ways, HKHC partnerships are using innovative strategies to successfully advocate for healthier communities. Communities within the HKHC initiative, as well as those doing similar work independent of HKHC funding, are interested in hearing what has and has not worked regarding specific approaches to healthy eating and active living.

The HKHC partnership in Columbia, MO, a Leading Site, has provided intensive mentoring to a rural neighbor in Boone and Newton Counties, AR. PedNet, the lead agency in Columbia, has offered support and years of experience to the Boone and Newton Counties partnership, a coalition that is relatively new to policy and environmental change work. Subsequently, the Boone and Newton Counties partnership worked with officials in the Town of Harrison to create a "road diet" in the downtown district. The partners attribute this success in part to the mentoring provided from PedNet. Similarly, Jefferson County, AL HKHC partners also connected with Columbia, MO to learn more about implementing Safe Routes to School. During the exchange, the Columbia, MO partnership, interested in learning more about Food Policy Councils, discovered that Jefferson County, AL was in the process of developing their own Food Policy Council. Columbia HKHC partners also routinely provide assistance to healthy community partnerships within its own state as well as nationally.

Dr. Samina Raja, a partner who is part of the HKHC Buffalo, NY partnership, was invited to the Bouchillon Institute in Hernando, MS to serve as a featured trainer in December 2010. The HKHC partnership in DeSoto, Marshall and Tate Counties, MS hosted an event, "Your Town-Your Health: Planning and Building Healthy Communities" and knew of Samina's expertise and research in connecting planning to public health. The training, held especially for community officials, encouraged planners and policy makers to consider the health impacts that are made through planning and public policy. The training was a success, and a second annual workshop is scheduled for December 2011. Samina and the Buffalo partnership have made additional contributions to the HKHC learning network through hosting site visits by other HKHC communities including Moore and Montgomery Counties, NC and Milledgeville, GA, and conducting Safe Routes to School trainings/workshops in Kingston, NY and Rochester, NY.

The Pan American Health Organization, the HKHC lead agency in El Paso, TX and the NPO recognized some commonalities among HKHC communities along the U.S. and Mexico border. The El Paso partnership hosted a regional meeting, which included all three Texas-based HKHC community partnerships (Houston, El Paso and San Antonio) along with the nearby Grant County, NM partnership. This face-to-face meeting allowed each of the grantees to share their experiences, lessons learned and

strategies for what works. This mutually beneficial mentoring also had an indirect benefit of developing a stronger regional network and creating the foundations for future regional/state-level advocacy.

With HEAC, the HKHC initiative in Oakland, CA is creating and distributing two informational videos statewide based on their work with the Oakland Schoolyards Initiative and Oakland FRESH, the school farm stand program. This Leading Site's initiative is such a success in Oakland that HEAC asked them to help other California sites implement similar initiatives. The purpose of the dissemination is to identify, support and mentor communities with local capacities to tailor what has been done in Oakland to their respective communities. David Kakishiba, the HKHC project director, has been recognized nationally and in California for the work that the East Bay Asian Youth Center has done in providing access to healthy foods and physical activity through the Oakland Schoolyards Initiative, Oakland FRESH, and other HKHC-related activities.

Despite the expectation that Leading Sites would serve as mentors to other grantees, it is safe to say that a majority of all HKHC communities have participated in mentoring activities. Mentoring activities even reach outside of the HKHC initiative, as evidenced by the Columbia, MO and Oakland, CA examples. Working on healthy eating and active living at the community level is still a relatively new field, and it is one that is gaining momentum across the country. Many HKHC grantees are considered "early adopters" and, through their mentoring activities, are viewed as front-runners and leaders in this field. Successes within initiatives like HKHC are often measured in terms of the policy and environmental changes that are spawned, but the undocumented successes lie within the leadership developed, capacity built, and the recognition and reputation communities and their partnerships create beyond the funding period. This particular component of the HKHC initiative has great untapped potential for the future.

## **Building the Field**

Each one of the HKHC lead agencies is working with a diverse set of local partners that develop and implement a shared vision of how to change policies, systems and the built environment to create a healthier community. Field building is a sustainable approach to educate policy makers from within governmental structures and empower community residents at the grassroots level in order to promote healthy environments. In some cases, the lead agency is working with local organizations that are experienced in this type of work, while other partnerships are expanding their skill sets together to create system-level changes. Regardless of the communities' capacity, all of the HKHC initiatives are developing formal and informal leaders with the capacity and commitment to advocate for healthier environments for children and their families. Building leadership for healthy eating and active living is an important component of sustainability. To date, the HKHC grantees have taken various approaches to building the field, ranging from simply sending staff to conferences to implementing a systematic approach that trains partners in leadership development to electing resident leaders to decision-making roles.

The NPO recognizes the importance of building capacity and advocacy for HKHC-related issues among policy makers and from community members. In 2011, the HKHC annual grantee meeting dedicated multiple plenary sessions and workshops to community engagement and leadership. HKHC partners spoke about their experiences mobilizing community groups, training youth in advocacy and holding leadership workshops. Those are examples of intentional ways HKHC partnerships are building the field, but unintentional successes, like a city council asking a HKHC project coordinator to chair a committee or speak to food security issues, have also strengthened the movement and built leadership.

Due to their experience and successes, HKHC project directors and coordinators are often tapped to make presentations and share their knowledge and insights at regional, state and national gatherings. For example, Rosa Soto, HKHC project director for the Leading Site in Baldwin Park, CA presented at the Independent Cities Association in Southern California to more than 100 policy makers about building healthy communities. She spoke about the need to keep health at the core of all decisions and constantly engage community members for input. Marigny Bostock, HKHC project director in Louisville, KY and one of her partners served on a panel of presenters at the 2010 NACCHO Conference to discuss how health departments are partnering with community agencies. The Louisville Metro Department of Public Health and Wellness is an example of an HKHC Leading Site lead agency with years of experience in training community residents and organizations to engage in policy, systems and environmental change work.

Chicago, IL is another Leading Site that has also been actively involved in building the field and cultivating emerging leaders. Adolfo Hernandez, an HKHC partner in Chicago and Director of Advocacy and Outreach for the Active Transportation Alliance, has been a mentor to Sam Robinson from the HKHC Columbia, MO partnership. Adolfo was recently selected by Mayor Rahm Emanuel as Director of the Office of New Americans for Chicago and will carry HKHC's healthy communities work with him in this new citywide role. When Sam visited, the two strategized about how to connect low-income communities and communities of color with the local transportation advocacy communities. Lucy Gomez-Feliciano, HKHC project director, visited the HKHC partnership in Caguas, Puerto Rico, as part of the NPO's first site visit to deliver technical assistance on Caguas' Ruta Vida Activa y Saludable project and on neighborhood capacity-building efforts. Lucy has also hosted other HKHC partners, served on a regional grant review committee in Kansas City, and presented at national conferences on community-based participatory research and healthy vending. This support from Lucy and Adolpho to the HKHC NPO project officer provided an opportunity for real-time translation when needed, and also enhanced the capacity and understanding for Caguas' partners and leaders.

Building local capacity is also happening in Round Two sites. The Chattanooga, TN HKHC partnership is a prime example of training, educating and empowering residents to advocate for local health issues. The HKHC Grow Healthy Together Chattanooga initiative is intentionally a grassroots approach that has focused on capacity and leadership development efforts from its inception. Working in two project areas, the East side and South side of Chattanooga, considerable time and effort has gone into raising awareness about the built environment through community organizing, activities that have generated self-determination and empowerment. Before engagement of elected officials and residents, it appeared that commitment to maintain and restore the 45<sup>th</sup> Street Park had been abandoned. The partnership worked to engage core partners, including community residents and the City Department of Parks and Recreation, to address opportunities for physical activity. Prior to these efforts, the City had expressed an interest in selling the park; yet, after a series of advocacy efforts by residents, the decision was reversed and the City has since agreed to restore and maintain the park. Additionally, the Chattanooga leadership committee has partnered on a Safe Kids grant with the Department of Public Works, Traffic Engineering, County Schools, Erlanger Children's Hospital, and the health department to build safer environments for neighborhood kids. When asked to identify some improvements, the HKHC partnership provided a list of recommendations that had already been created based on resident input. The HKHC partnership in Chattanooga is building community leaders and helping residents understand the importance of advocacy.

Field building also can focus on making an impact from within governing bodies. Kristen Wilson, the HKHC project director in Kingston, NY who is employed by the county's Cooperative Extension, was asked to serve on the Comprehensive Plan Steering Committee for Kingston. This two-year commitment will allow Kristen to encourage the committee to focus on health in their decisions regarding Kingston's comprehensive plan. Andrea Sauer, HKHC project coordinator in Grant County, NM, provides testimony to the Silver City Town Council regarding food security issues. Since Fall 2010, Andrea and other partners advise the Council, when asked, and continue their work to make healthy foods and physical activity opportunities accessible to Grant County residents.

More official approaches to field building are also taking place through speaking engagements and publications. Jenne Johns, formerly with the HKHC Washington, DC partnership, spoke on behalf of HKHC and their community work at the national level. Jenne testified before U.S. Congress at the Congressional Briefing on H.R. 932, the Community Regeneration, Sustainability, and Innovation Act in October 2009. She was also a plenary speaker at the Active Living Research Conference in San Diego in 2009, where she described the HKHC initiative and the four policies the partnership is addressing. And though not directly connected to their current HKHC work, three Leading Sites (Columbia, MO, Somerville, MA and Chicago, IL) developed manuscripts on evaluation results from their Active Living by Design (ALbD) initiatives. These papers will be included in the Spring 2012 supplement of the *American Journal of Preventive Medicine*, which will be focused entirely on ALbD evaluation. This is yet another way HKHC communities are disseminating their lessons learned and building the field.

Funders, practitioners, policymakers and researchers alike are interested in advancing healthy eating and active living work at the community level in order to reverse the childhood obesity epidemic. The HKHC NPO and grantees have learned that this work cannot be done in a vacuum, and in order to sustain the HKHC goals beyond the grant, leadership development is a necessity. Local leaders need to be cultivated, supported, and even tested to carry on the legacy of HKHC and, more importantly, to build a strong foundation for change regardless of oppositional pressures.

As this report has demonstrated, the 49 HKHC partnerships already have generated an impressive array of achievements, stories and lessons learned through the HKHC initiative. Policy and environmental changes that contribute to the creation of a healthy community are desired outcomes, but other successes, like organizing grassroots coalitions, building leadership capacity within partnerships and raising awareness through media campaigns, also are essential to sustaining the work started by HKHC. Inevitably, the grantees, their partners and the NPO will continue to learn, share experiences, and inform the field to advance the movement.